UNIVERSITY OF JOHANNESBURG

FACULTY OF MANAGEMENT

SPECIAL EXAMINATION

DEPARTMENT OF APPLIED INFORMATION SYSTEMS (AIS)

MODULE	:	ADVANCED PROJECT MANAGEMENT 4
CODE	:	PMA41-1
DATE	:	JANUARY 2015
DURATION	:	3 HOURS
TIME	:	TBA
TOTAL MARKS	:	100

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EXTERNAL MODERATOR (S)	:	MR SIMON TSHINU
NUMBER OF PAGES	:	5 PAGES

INSTRUCTIONS TO CANDIDATES:

- Question paper must be handed in.
- This is a closed book assessment.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Write neatly and legibly.
- Structure your answers by using appropriate headings and sub – headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

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SECTION A: CASE STUDY

1. Introduction

The inventory management system (IMS) project at ESNA Engineering was initiated to replace the existing IMS with one that had the additional functionality required by users. What started out as a relatively small and straightforward project turned into a nightmare for the project manager. It seemed like the project was going downhill fast and there was no way to stop it.

2. Project background

ESNA Engineering was a firm specialising in industrial engineering. The company had 500 employees of which the majority were engineers. A MD and a board of directors headed up the company, with each director assuming responsibility for a different part of the business. The board represented the top-management tier in this organisation. They were supported by a middle management tier, which, in turn, was supported by team leaders. The company had a very traditional hierarchical structure that had worked well for them in the past.

Bob was the director for Logistics and the business owner of the existing inventory management system (IMS v.1). Almost all the engineers in the organisation used the system. Neil had recently been promoted to middle management level and reported to Bob. Neil came from a business background and had been involved in the finance department for a number of years. He was excited and motivated by his promotion and was ready to take on all challenges. His new role was to manage the finances of the Logistics department. Many of the team leaders had spoken to Bob about IMS v.1 and said that the users required more functionality. The system had served them well for six years but it was time for an upgrade. The team leaders had a basic idea of what the users required and each submitted their requirements to Bob. Bob agreed to have a new system developed that would suit their needs. It seemed like a relatively uncomplicated project. He decided to give the project to Neil as it would be easy enough to manage, and he was already involved in several other initiatives.

Bob spoke to the director of Human Resources and allocated two resources, Jason and Janine, from the IT department to the project. They would report directly to Neil. Although Neil was new to his position, he did not want Bob to think that he wasn't up to the challenge, so he accepted the project. He knew that if he wanted to excel in the company, he would have to prove that he was hard working and prepared to do things outside of his normal duties. Neil had done some management courses in his business degree but had never done any courses related to project management.

QUESTION 1

Given the project information above, discuss how you would structure such project and provide five reasons you believe it is the best option for this project. Also provide 5 problems associated with the chosen structure which are relevant to the case study.

[12]

QUESTION 2

Discuss five potential risks facing the project and specify what the consequence (impact) would have been of each should it have realised.

[10]

QUESTION 3

Identify 5 key stakeholders for the project and analyse their needs, expectations and priorities in order for you to be able to make informed decisions. Use a four (4) column table to structure your answer using the following columns: Stakeholders, Interest in Project, Priority, Support/Mitigation Strategy, and Success Criteria.

[10]

QUESTION 4

Assume this is a current project your organization is actually investing in, and you have been appointed as the project manager. Develop a milestone schedule with acceptance criteria for this event. Include 4 milestones.Use a four (4) column table to structure your answer using the following columns: Milestone, Completion Date, Stakeholder, and Acceptance Criteria.

[10]

SECTION B

QUESTION 1

You and your team have worked hard and are about to successfully deliver the project. The customer is also happy with the deliverables and overall everyone is happy with how the project was delivered. You have written up the performance reviews of each individual in the project team .As a Project Manager in your current organization you know that the team will get disbanded and in the next project you may not get the same team members who so successfully delivered the current project.

a. Analyse the above scenario to determine the kind of Organization Structure does this represent.

(2)

b. Discuss how different is this structure as compared to other structures.

(5)

[7]

QUESTION 2

Using the data below for problem, create the project schedule using normal times. Determine the order in which you would crash the project 1 day, 2 days, etc until it is in an all crash mode. Identify how much it would cost for each day you crash the schedule.

Activity	Predecessor	Normal time	Normal cost	crash time	crash cost	crash cost per day
A	B	5	200	4	350	
B		8	220	8	220	
C	B	6	250	4	650	
D	A	9	500	5	600	
E	A,C	10	150	9	500	
F	E	10	500	9	650	
G	D,F	8	400	6	900	

[12]

QUESTION 3

The financial success of a project depends not only on the project making profit, but also financing the project through the project lifecycle. As a project manager you are responsible for the project account and have been provided with the following information:

- **Brought forward** amount for January is: R 5,000
  - **Income:** January R 10,000; February R 15,000; March R20,000
  - **Expenses:** January R 8,000; February R 12,000; March R16,000

Produce a cash flow statement for the months January to March.

[18]

QUESTION 4

Describe the three time horizons for project performance reporting, what should be reported concerning each, and why. Use a diagram as part of your explanations.

[10]

QUESTION 5

A project manager has just learned that the schedule performance index (SPI) for his project is 85 percent. The calculation of the cost performance index (CPI) is 107 percent. How would you describe this project both in terms of budget and schedule?

[2]

QUESTION 6

Create a SIPOC model for a project where your university is modernizing its student center to include space for on-campus students-run businesses. Be sure to include at least 3 relevant stakeholder groups. Describe how you will use this information to help you design quality into your project.

[3+3+3=15]

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